

CPM

CERTIFIED PUBLIC MANAGER®

UTAH CERTIFIED PUBLIC MANAGER® POLICIES & PROCEDURES

www.cpm.utah.gov

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Welcome to the Utah Certified Public Manager® Program. As a participant, you join with a network of inspiring leaders across the nation advancing the noble work and performance of government.

I am impressed with participants and graduates I meet. They are among those upon whom all society depends. I have observed that the people they lead and programs they manage create systems and environments for healthy economies, protect our priceless resources, safeguard the vulnerable, secure our communities, and deliver other vital services. Solid public leaders and managers are needed!

The CPM program is designed to guide you to excel in your responsibilities. Many participants and graduates credit the skills and networks gained in CPM as catalysts for their success.

CPM courses are experiential and practical. You can expect to apply your learning immediately. The program will introduce you to sound management practices, skills and techniques specific to the public environment. It will also assist you to discover and develop leadership and self-mastery characteristics that will help you thrive in the exciting world of public service.



I invite you to experience CPM. May it open new opportunities to achieve successes for you and your organization.

JJ Acker, MS, CPM
Director, Utah Certified Public Manager® Program



Introduction

The Utah Certified Public Manager® program is an accredited member of the National Certified Public Manager® Consortium (NCPMC). NCPMC establishes and preserves standards for the Certified Public Manager® (CPM) designation, a nationally accredited, comprehensive management development program specifically designed to accelerate the careers of managers in federal, state, local government and in other organizations with a public purpose. Utah's CPM program is co-sponsored by the Utah System of Higher Education and the Utah Department of Human Resource Management.

This program requires students to complete 300 course hours. In Utah, the program is divided into 3 courses.

Since 1987, Utah CPM has integrated knowledge with concurrent application of leadership and management skills. Participants apply new skills through practical exercises, team and self reflection, and practicum projects. CPM provides a laboratory for participants engaged in all areas of the public sector to examine their environments, plan for effective action, and apply learning with the support of a network of peers and experienced instructors.

CPM targets competencies that enable public managers to effectively lead people, manage work processes, and develop self mastery. Participants with previous supervisory and management experience are introduced to additional knowledge and skills to expand vision, meet unexpected challenges, increase performance, set and achieve goals, and navigate the ever-changing dynamics in the public sector.

The legacy of Utah's Certified Public Managers® stretches beyond the classroom to transform workplaces. CPM graduates have triumphed by confronting impressive challenges in communities throughout Utah and the nation. Alumni and those they serve report significant improvement in performance as a result of applied CPM principles.

Descriptions of the module outcomes, performance outcomes by module, class schedules, and other pertinent information can be found online at www.cpm.utah.gov. If you need additional information please feel free to contact us at UCPM@utah.gov or (801)538-3025.



NATIONAL
CERTIFIED PUBLIC MANAGER®
CONSORTIUM



Utah Certified Public Manager[®] Program Policies and Procedures

Attendance

CPM courses are designed to include classroom interaction among students; therefore, students are expected to attend all class sessions or make-up necessary work in order to verify achievement of performance outcomes. Make-up work or alternative arrangements to complete performance outcomes are made at the discretion of the instructors.

Students who are not able to complete performance outcomes due to absences will be given an "UA" (unsatisfactory due to absence) course module rating.

If a student is unable to complete the performance outcomes for any module, they may repeat the module (see *Repeating Modules*).

Billing

Billing is sent directly to the agency after the second week of class. State agencies are billed through an inter-agency transfer of funds. Non-State agencies and individual students whose agencies do not pay for the course may pay by check. Payment by check is due prior to the first day of class. Any arrangement varying from this practice must be approved by the CPM Program Director.

Cancellations

Cancellations must be made prior to the start of the first day of class. Registered students canceling 3 or more business days prior to the first class will be refunded 100% of the course fee. Cancellations made less than 3 business days before the first day of class will be refunded 50% of the course fee. Agencies may substitute another individual from their agency in place of a canceling student without additional fee (see *Cancellation Substitutions*).

Students canceling after the start of the first class will not be refunded.

Cancellation Substitutions

Agencies may substitute another individual from their agency in place of the canceling student without additional fee. The full amount of the course fee will be applied toward the substituting student.

The substituting student is required to follow the registration process.

Canvas

The Utah CPM program uses the Canvas platform to host course materials online. Each student is granted use of a license for the duration of their participation in the three courses. Course calendars, readings, assignments, quizzes and other materials may be found on Canvas. Students are encouraged to download and save materials to a separate device since access to Canvas is not indefinite.

Course Sequences

Courses 1 and 2 may be completed in any order. Students must have completed the majority of Course 1 and 2 modules before enrolling in Course 3.

Completion Requirements for Certified Public Manager® Designation

Students must satisfactorily complete the performance objectives for each module in CPM courses 1, 2 and 3 in order to qualify for the designation of Certified Public Manager® (CPM).

All requirements for Certified Public Manager® certification must be completed within a five-year period. Those who fail to complete all requirements within the five year period will lose credit for all previously completed work.

Elective Credits

The CPM Program encourages continuous learning in leadership and professional development.

20 elective credit hours are required to obtain the Certified Public Manager® designation. There are various ways to obtain these credits, including conferences, workshops, online courses, webinars, books and videos, and work projects (see cpm.utah.gov for all available options). Students must submit a *CPM Elective Credit Application* to have these credits reviewed for approval.

Enrollment Qualifications

The State of Utah Certified Public Manager® Program is designed for supervisors, managers and prospective managers in State, Federal and local government. Enrollment is open to any individual who desires to attend. Supervisor approval is required for individuals attending classes during employer-paid working hours.

Equal Opportunity & Reasonable Accommodation

The CPM program does not discriminate against otherwise qualified individuals on the basis of race, color, religion, national origin, sex, age, disability or veteran's status in its admission, facility and program accessibility or services.

The student's agency is responsible for determining eligibility for an accommodation under the Americans with Disabilities Act (ADA) and for providing the needed reasonable accommodation and accompanying expense. The agency ADA coordinator shall coordinate the provision of accommodation with the DHRM CPM Program Coordinator at least fifteen (15) days before the start of the CPM Course.

Ethics Statement

The CPM program supports the intent of the Utah State Employees' Ethics Act to promote the public interest and strengthen the faith and confidence of the people of the State of Utah in the integrity of their government. All students are expected to demonstrate the highest personal and professional standards in the performance of assigned duties and responsibilities.

UCPM defines plagiarism as "using ideas, plots, text and other intellectual property developed by someone else while claiming it is your original work." UCPM will not tolerate any type of plagiarism, and encourages anyone with knowledge of plagiarism to report the act to the CPM Director. In addition any unethical behavior by students in regards to the program, including testing or attendance will not be tolerated.

Evaluative Ratings

Students who remain registered for a course after the start of the first class session will receive an evaluative rating. A "Satisfactory" rating in all course modules is required for a course completion certificate. Satisfactory completion of all courses is required to qualify for the "Certified Public Manager®" designation.

Evaluative Ratings Chart

	Unsatisfactory due to absence (UA)	Incomplete (I)	Satisfactory (S)
Written Work & Documentation	Student was unable to complete module requirements due to absence. (<i>see attendance</i>)	Student did not complete required written assignments and documentation or did not adequately fulfill requirements of the assignments.	Written work was clear, well-organized and well-written. Student demonstrated clear understanding of course module concepts.
Practical Application		Student did not complete required course module content or projects or did not adequately apply concepts in practice.	Student gave evidence of successfully applying the key course module concepts. Student achieved improved competence relative to course module performance outcomes.

Evaluation of Students

Evaluations are administered to all students in the CPM program to assess a student's understanding and/or application of course content and in accordance with requirements of the NCPMC Bylaws.

An evaluation is defined as a substantive evaluation (oral or written examination, assessment evaluation, etc.) measuring a student's proficiency in knowledge and/or performance relative to the course module performance outcomes. Evaluations are measured by criteria established by instructors that verify whether a student has demonstrated proficiency in course module performance outcomes. Each student's module rating will be retained with the Utah CPM training records.

Instructors

Specific subject matter competencies and evaluative criteria for instructor selection are identified in the State Contract and Request for Proposal documentation.

Instructors have proven expertise and demonstrated skill in the following areas: Presentation and Delivery; Group Process and Classroom Facilitation; Adult Education and Learning; Curriculum Design; Evaluation Techniques.

To ensure the quality of instruction the following minimum requirements must be met by instructors: Bachelor's Degree from an accredited four-year college or university in an area related to their subject matter; and five years of professional experience in management training and development.

Projects

Participation in a completed team project, sponsored by a public agency, is required for all students receiving the Certified Public Manager® designation. Students are responsible for securing an adequate project. The CPM program may offer projects to students, but is not responsible for assuring that a project is provided to the student.

Projects are designed to demonstrate transfer of knowledge and techniques to the workplace. A project must meet the standards defined in the Utah CPM document entitled *Capstone Project Standards*. Project documentation must be submitted no later than two weeks after the final class day. Failure to complete projects on time will require repeating the course.

Students are not required to implement project recommendations, nor is it required that the project sponsor accept or implement the recommendations. The primary objective is to produce a quality product through accepted standards and processes introduced in the coursework.

CPM program instructors will evaluate projects based on the quality and completeness of the work, and their conformity to project guidelines. Specific evaluation criteria and evaluation forms will be defined by instructors.

All projects are considered confidential. However, sponsors must understand that project documentation and the presentation will be provided to the current Course 3 class, instructor, and CPM program administrators. Course 3 project documentation is designated “protected” on the DHRM records retention and classification schedule (see *Project Documentation Disclosure*).

Project Documentation Disclosure

Upon completion, Course 3 projects become the property of the sponsoring agency. DHRM maintains a copy of the project documentation which is classified as “Protected” on the DHRM records classification and retention schedule. DHRM reserves the right to use project documentation for such purposes as accreditation, award selection, coursework examples, and other instances meriting administrative and educational benefit, as determined by CPM Program administrators. CPM instructors and students are not to disclose documentation to parties other than the sponsor without documented permission. Open distribution of project documentation may be determined by the agency which charters the project. All requests from parties requesting project documentation should be directed to the project sponsor.

Quality Control

CPM administrators will monitor the delivery of all levels of courses offered to ensure that program content conforms to the standards of the National Certified Public Manager® Consortium.

Registration

Interested persons may register through the State of Utah Department of Human Resource Management. Supervisor approval is required for individuals attending classes during employer-paid working hours.

Repeating Modules

Students who do not satisfy the performance outcomes of a course module may repeat the module to complete the outcomes. Students must repeat the entire module, but not the entire course. Students desiring to repeat a module may contact CPM administrative support to schedule the make-up class. Authorization is subject to class availability. The CPM program maintains student records and progress for course completion.

Right to Privacy

Specific information gathered by the CPM program on a student will not be released to anyone in or out of their agency without the student's written permission. Attendance records may be released to a student's agency.

Study Time

In compliance with the Federal Fair Labor Standards Act, students attending courses during paid work hours are to be permitted and expected to use paid work hours to complete reading assignments, projects, examinations and other out of class coursework required by the course.

Taping & Recording

Students must obtain written permission from instructors before making any video or audio taping of all or part of any CPM course module.